

## UČNI NAČRT PREDMETA / COURSE SYLLABUS

**Predmet:** Osnove managementa  
**Course title:** Basics of Management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Pravo in management infrastrukture in nepremičnin -1. stopnja		1	1
Law and Management of Infrastructure and Real Estate – 1st degree		1	1

**Vrsta predmeta / Course type**

Obvezni/mandatory

**Univerzitetna koda predmeta / University course code:**

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Lab. vaje Laboratory work	Teren. vaje Field work	Samost. delo Individ. work	ECTS
20	0	10	0	0	150	6

**Nosilec predmeta / Lecturer:**

prof. dr. Dejan Jelovac

**Jeziki /  
Languages:**

**Predavanja /  
Lectures:** Slovenski jezik/Slovenian  
**Vaje / Tutorial:** Asistent Boštjan Žabar

**Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:**

Vpis v 1. letnik študija.  
 Vsaj 80% prisotnost na predavanjih;  
 100% prisotnost na vajah zaradi obvezne predstavitve seminarских nalog pred skupino.

**Prerequisites:**

Enrollment into 1<sup>st</sup> year.  
 At least 80% attendance at lectures and 100% at tutorials due to the mandatory presentation of seminar assignments in front of the group.

**Vsebina:**

**Content (Syllabus outline):**

- Opredelitev pojma upravljanje (management) in vodenje (leadership): podobnosti in razlike.
- Teoretični modeli organizacij.
- Oblikovanje in formiranje poslanstva, organizacijskih ciljev in vizije organizacije.
- Struktura in dinamika organizacije ter njen vpliv na razvoj organizacije.
- Pomen organizacijskih sprememb in njihov vpliv na inovacije.
- Organizacija in njeni deležniki.
- Zunanje in notranje okolje organizacije.
- PEST analiza organizacijskega okolja.
- Različni teoretični modeli in stili upravljanja z organizacijo.
- Različne vrste in oblike moči vodenja ter njen vpliv na organizacijske odnose.
- Manager i proces odločanja.
- Organizacijska kultura in njen vpliv na management.
- Osnove manageske etike in družbene odgovornosti podjetja.
- Upravljanje s spremembami in inovacijami.
- Strategija in planiranje.
- Upravljanje s človeškimi viri.
- Manager i motiviranje zaposlenih.
- Monitoring i kontrola.
- Globalizacija in konkurenčnost organizacije: upravljanje razlik.
- Temeljna znanja za samostojno raziskovalno in projektno delo pri predmetu management: osnove raziskovalnega pristopa in zapis strokovnega besedila.

- Definition of concepts of management and leadership: similarities and differences.
- Theoretical models of organizations.
- Design and formation of the mission, organizational goals and vision of the organization.
- Structure and dynamics of organization and its impact on the development of the organization.
- The importance of organizational changes and their impact on innovation.
- The organization and its stakeholders.
- External and internal environment of the organization.
- PEST analysis of the organizational environment.
- Different theoretical models and styles of management of an organization.
- Different types and forms of power of leadership and its impact on organizational relations.
- Manager and decision-making process.
- Organisational culture and its impact on management.
- Basics of managerial ethics and corporate social responsibility.
- Managing change and innovations.
- Strategy and planning.
- Managing human resources.
- Manager and motivating employees.
- Monitoring and controlling.
- Globalization and competitiveness of the organization: managing diversity.
- Basic knowledge for independent research and project work in the course management: basics of research approach and record of professional text.

### Temeljna literatura in viri / Study Literature:

**Obvezna:** navedena in naložena v e-učilnici predmeta

1. Robbins, Stephen, Coulter, Mary (2018): *Management*, 14th Edition, New York: Pearson.
2. Mullins, Laurie (2016): *Management & Organisational Behaviour*, 11th Edition, New York: Pearson.
3. Jelovac, Dejan (2023): *Zapiski s predavanj*, Moodle EPF: gradiva za predmet.

**Priporočena:**

1. Možina, Stane [et al.] (2002): *Management: nova znanja za uspeh*, Radovljica: Didakta.
2. Witzel, Morgan (2005): *Management: The Basics*, London & New York: Routledge.
3. Deresky, Helen (2002): *International Management*, Harlow: Prentice Hall.
4. Mintzberg, Henry (2001): *Managing Exceptionally. Organizational Science*, Vol. 12, No. 6. pp. 759-771.
5. Jambreč, Peter. *Uvod v sociologijo*. 1. izd. Ljubljana: DZS, 1997.

**Cilji in kompetence:**

Učna enota prispeva k razvoju naslednjih splošnih kompetenc:

- sposobnost inovativnosti, kreativnosti;
- sposobnost analize, sinteze in predvidevanja rešitev ter posledic;
- sposobnost uporabe pridobljenega znanja v praksi;
- sposobnost samostojnega dela;
- sposobnost teamskega dela;
- razvoj komunikacijskih sposobnosti in spretnosti s poudarkom na področju prava in managementa infrastrukture in nepremičnin;
- etična refleksija in zavezanost profesionalni etiki;
- sposobnost za kooperativnost in delo v teamu.

Učna enota prispeva k razvoju naslednjih predmetno-specifičnih kompetenc:

- sposobnost povezovanja znanja z različnih interdisciplinarnih področij;
- sposobnost umeščanja novih informacij in interpretacij v kontekst razvoja stroke na področju prava in managementa infrastrukture in nepremičnin;
- razvoj veščin in spretnosti v uporabi znanja na področju infrastrukture in nepremičnin;
- uporaba informacijsko komunikacijske tehnologije in sistemov;
- razumevanje koncepta nepremičnin v smislu povezave družboslovnih, humanističnih in tehničnih ved;
- sposobnost uporabe tehnik in metod projektnega managementa na praktičnem primeru;
- sposobnost uporabe ekonomskih orodij za poslovne odločitve;

**Objectives and competences:**

Learning Unit contribute to the development of following general competences:

- Ability for innovation, creativity;
- Ability for analysis, synthesis, and prediction of solutions and consequences;
- Ability to apply acquired knowledge in practice;
- Ability for independent work;
- Ability for teamwork;
- Development of communication abilities and skills with an emphasis on the field of law and infrastructure and real estate management;
- Ethical reflection and commitment to professional ethics;
- Ability for cooperativeness and teamwork.

Learning Unit contribute to the development of following subject-specific competences.

- ability to integrate knowledge from different interdisciplinary fields;
- ability to place new information and interpretations in the context of the development of the profession in the field of law and infrastructure and real estate management;
- development of skills in the use of knowledge in the field of infrastructure and real estate;
- use of information and communication technology and systems;
- understanding the concept of real estate in terms of the connection of social sciences, humanities and technical sciences;
- ability to use project management techniques and methods on a practical example;
- ability to use economic tools for business decisions;

- sposobnost uporabe interdisciplinarnih znanj v nepredvidljivih nepremičninskih in poslovnih situacijah;
- sposobnost kritične izbire principov za reševanje konkretnih problemov znotraj nepremičninskega okolja;
- pridobivanje znanj in sposobnost uporabe pravne teorije in drugih interdisciplinarnih znanj v konkretnih situacijah odločanja, v katerih se pogosto znajdejo nepremičninski managerji;
- sposobnost povezovanja različnih strokovnih disciplin, s ciljem uresničevanja pravnih in managerskih nepremičninskih ciljev.

- ability to use interdisciplinary knowledge in unpredictable real estate and business situations;
- ability to critically choose principles for solving concrete problems within the real estate environment;
- acquisition of knowledge and ability to apply legal theory and other interdisciplinary knowledge in concrete decision-making situations in which real estate managers often find themselves;
- ability to connect different professional disciplines, with the aim of achieving legal and managerial real estate goals.

#### **Predvideni študijski rezultati:**

Znanje in razumevanje

Študent/študentka:

- Osvoji splošne pojme o organizacijskih teorijah, organizaciji, organizacijskih ciljih in viziji.
- Spozna pomen snovanja politike organizacije.
- Razume bistvo in pomen PEST analize okolja.
- Poveže vpliv okolja in inovativnost v organizaciji.
- Usvoji splošne pojme o upravljanju vs. vodenju.
- Spozna splošne pojme o različnih vrstah vodenja.
- Opredeli pomen konkurenčnosti organizacije v globalnem poslovnem svetu.
- Pridobi temeljna znanja za samostojen in avtonomen pristopi z znanstvenega, projektne in raziskovalnega delu pri predmetu osnove managementa.

#### **Intended learning outcomes:**

Knowledge and understanding:

Student:

- Gain the general concepts of organizational theory, organization, organizational goals and vision.
- Recognize the importance of designing organization's policy.
- Understands the essence and importance of PEST environment's analysis.
- Connects environmental impact and innovation in the organization.
- Learn the general concepts of management vs. leadership.
- Learn about the general concepts on different types of leadership.
- Identify the importance of the competitiveness of the organization in the global business world.
- Acquire basic knowledge for independent and autonomous approaches to scientific, project and research work on the subject-matter of management.

#### **Metode poučevanja in učenja:**

**Oblike dela:**

- Frontalna oblika poučevanja

#### **Learning and teaching methods:**

**Types of learning/teaching:**

- Frontal teaching

<input checked="" type="checkbox"/> Delo v manjših skupinah oz. v dvojicah <input checked="" type="checkbox"/> Samostojno delo študentov <input checked="" type="checkbox"/> e-učenje  <b>Metode (načini) dela:</b> <input checked="" type="checkbox"/> Razlaga <input checked="" type="checkbox"/> Razgovor/ diskusija/debata <input checked="" type="checkbox"/> Proučevanje primera <input checked="" type="checkbox"/> Vključevanje gostov iz prakse <input checked="" type="checkbox"/> Udeležba na okrogli mizi, na konferenc	<input checked="" type="checkbox"/> Work in smaller groups or pair work <input checked="" type="checkbox"/> Independent students work <input checked="" type="checkbox"/> e-learning  <b>Teaching methods:</b> <input checked="" type="checkbox"/> Explanation <input checked="" type="checkbox"/> Conversation/discussion/debate <input checked="" type="checkbox"/> Case studies <input checked="" type="checkbox"/> Inviting guests from companies <input checked="" type="checkbox"/> Attending round table and conference
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<b>Načini ocenjevanja:</b>	Delež (v %) / Weight (in %)	<b>Assessment:</b>
Način (pisni izpit, ustno izpraševanje, naloge, projekt)		Type (examination, oral, coursework, project):
Pisni izpit		
Izdelava seminarske (raziskovalne) naloge in javni zagovor pred skupino	<b>70</b> <b>30</b>	Written examination Seminar paper.

#### Reference nosilca / Lecturer's references:

LABUS, Pero, JELOVAC, Dejan. Korisničko prihačanje digitalizacije hotelskih restorana : primjena modela proširenog prihvačanja tehnologije = Customer acceptance of digitalisation of hotel restaurants : applying an extended technology acceptance model. Acta turistica. 2022, vol. 34, no. 1, str. 51-82, ilustr. ISSN 0353-4316. DOI: 10.22598/at/2022.34.1.51. [COBISS.SI-ID 112624387], [SNIP, WoS do 25. 4. 2023: št. citatov (TC): 2, čistih citatov (CI): 2, čistih citatov na avtorja (CIAu): 1,00, Scopus do 13. 4. 2023: št. citatov (TC): 2, čistih citatov (CI): 2, čistih citatov na avtorja (CIAu): 1,00] kategorija: 1A4 (Z); uvrstitev: Scopus (d), MBP (CAB, ECONLIT, ESCI);

JELOVAC, Dejan, LJUBOJEVIĆ, Čedomir, LJUBOJEVIĆ, Ljubomir. HPC in business : the impact of corporate digital responsibility on building digital trust and responsible corporate digital governance. Digital policy, regulation and governance. 2022, vol. 24, iss. 6, str. 485-497, ilustr. ISSN 2398-5038. <https://www.emerald.com/insight/content/doi/10.1108/DPRG-11-2020-0164/full/html>, DOI: 10.1108/DPRG-11-2020-0164. [COBISS.SI-ID 67602179], [SNIP, WoS do 15. 7. 2023: št. citatov (TC): 4, čistih citatov (CI): 4, čistih citatov na avtorja (CIAu): 1,33, Scopus do 17. 7. 2023: št. citatov (TC): 3, čistih citatov (CI): 3, čistih citatov na avtorja (CIAu): 1,00] kategorija: 1A2 (Z, A', A1/2); uvrstitev: Scopus (d), Scopus, MBP (ECONLIT, ESCI, INSPEC, METADEX, PAIS);

AMBROŽ, Maja, SUKLAN, Jana, JELOVAC, Dejan. Values and virtues as correlates of quality and stability of romantic relationships and marriage in a post-socialist transitional society. Social sciences. 2021, vol. 10, iss. 8, str. 1-14, ilustr. ISSN 2076-0760. <https://www.mdpi.com/2076-0760/10/8/289>, DOI: 10.3390/socsci10080289. [COBISS.SI-ID 72086531], [SNIP, WoS do 14. 4. 2023: št. citatov (TC): 2, čistih citatov (CI): 2, čistih citatov na avtorja (CIAu): 0,67] kategorija: 1A2 (Z, A', A1/2); uvrstitev: Scopus (d), MBP (DOAJ, ERIHPLUS, ESCI, PUBMED);

ROJKO, Katarina, ERMAN, Nuša, JELOVAC, Dejan. Impacts of the transformation to industry 4.0 in the manufacturing sector : the case of the U.S. Organizacija : revija za management, informatiko in kadre. [Tiskana izd.]. Nov. 2020, vol. 53, no. 4, str. 287-305, ilustr. ISSN 1318-5454. <http://organizacija.fov.uni-mb.si/index.php/organizacija/article/view/1387>, <http://www.dlib.si/details/URN:NBN:SI:doc-OYOUO2A9>, DOI: 10.2478/orga-2020-0019. [COBISS.SI-ID 41158147], [SNIP, WoS do 14. 4. 2023: št. citatov (TC): 3, čistih citatov (CI): 3, čistih citatov na avtorja (CIAu): 1,00, Scopus do 2. 2. 2023: št. citatov (TC): 5, čistih citatov (CI): 5, čistih citatov na avtorja (CIAu): 1,67] kategorija: 1A1 (Z, A'', A', A1/2); uvrstitev: Scopus (d), MBP (DOAJ, ERIHPLUS, ESCI, IBZ, INSPEC, SA, WPSA);

JELOVAC, Dejan, ORLIĆ, Ranko, SUKLAN, Jana, SRŠEN, Cvetko. Organisational culture measurement: an empirical study of local and regional similarities and differences in case of Post of Slovenia ltd. *Innovative issues and approaches in social sciences*, ISSN 1855-0541, 2016, vol. 9, no. 2, str. 8-34, graf. prikazi, tabele. <http://www.iass.com/pdf/IIASS-2016-no2-art1.pdf>.

GRUŠOVNIK, Rosana, JELOVAC, Dejan. The Impact of managerial multicultural competences on company's competitive advantage in global economy. *Innovative issues and approaches in social sciences*, ISSN 1855-0541, 2014, vol. 7, no. 3, str. 58-89. <http://www.iass.com/pdf/IIASS-2014-no3-art04.pdf>.

JELOVAC, Dejan. The impact of corporate social responsibility in the context of small and medium enterprise. *Innovative issues and approaches in social sciences*, ISSN 1855-0541, May 2012, vol. 5, no. 2, str. 21-35. <http://www.iass.com/pdf/IIASS-Volume5-Number2-2012.pdf>.

JELOVAC, Dejan, MAŠKE, Matjaž. An empirical study of transformational leadership in Slovenian entrepreneurship. *Innovative issues and approaches in social sciences*, ISSN 1855-0541, 2012, vol. 5, no. 3, str. 65-82. <http://www.iass.com/pdf/IIASS-Volume5-Number3-2012.pdf>.

JELOVAC, Dejan, WAL, Zeger van der, JELOVAC, Ana. Business and government ethics in the new and old EU: an empirical account of public-private value congruence in Slovenia and the Netherlands. *Journal of Business Ethics*, 2011, vol. 103, no. 1, str. 127-141.

JELOVAC, Dejan, REK, Mateja (2010). *Komuniciranje v medkulturnem okolju*. Ljubljana: Vega.